

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

07/28/2021

2. Department

Department of Aging

3. Organizational Placement (Division/Branch/Office Name)

Division of Aging Policy and Research

4. CEA Position Title

Director of Aging Policy and Research

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(2-3 sentences)

The Division Director will oversee and direct all activities of the Division of Aging Policy and Research is responsible for leading and managing all Master Plan for Aging initiatives and efforts and is also responsible for ensuring policy, planning, and research activities address ageism, ableism, and the intersection with racism, sexism, and other discrimination and bias. The Division Director will serve as a subject matter expert on aging policy and will formulate and implement policies related to affordable housing, equity for all, aging data, and promoting an age friendly California. The Division Director will serve as a key member of the CDA Executive Team and will serve as a policy and research advisor to the CDA Executive Team.

6. Reports to: (Class Title/Level)

Director, California Department of Aging (Exempt)

7. Relationship with Department Director (Select one)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- ☒ 1st ☐ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Director of the Division of Aging Policy and Research (DAPR) directs aging policy development and implementation, research activities, and planning in support of CDA and implementing the Master Plan for Aging initiatives and efforts.

The Division Director is responsible for leading and managing all Master Plan for Aging initiatives and efforts and is also responsible for ensuring policy, planning, and research activities address ageism, ableism, and the intersection with racism, sexism, and other discrimination and bias. This includes ensuring that policy, information, and communications are accessible and responsive to ethnically, racially, and other diverse communities across the state; and that staff and partners have opportunities for training on unconscious/implicit bias, diversity (racial, ethnic, LGBTQ+, ability, age), and cultural competence.

The DAPR Division Director (DD) is a key member of the CDA Executive Team and serves as CDA's representative, or the CDA Director's designee, or backup designee, on various state councils and advisory groups.

The Division Director directly supervises a Chief Data Strategist (C.E.A. Level B), and four senior leaders (three, Staff Services Manager IIIs and one, Health Program Manager III). The DAPR is a new division and will have a total of approximately 13 staff with a proposal to include nine (9) additional staff for a total of 22 staff. The DAPR Director works across the Cabinet and stakeholder community, as well as with CDA division leaders and staff, focused on aging policy, research, and data initiatives in support of the State's Master Plan for Aging and CDA's new Strategic Plan.

The DD will lead CDA's efforts to develop, implement and provide consultation to the Cabinet on all aging policy to achieve the five goals of the Master Plan for Aging and to expand equitable access to a continuum of coordinated home and community-based services for older and disabled adults and caregivers and prevent unnecessary institutionalization. Develops and implements aging policy that is rooted in person-centered, equity-focused, and data driven goals; internal and external operational protocols; and required statutory/regulatory changes. Represents the department in meetings, workgroups, or committees with policymakers from the California Health and Human Services Agency (CHHSA), Governor's Office, State Legislature, and/or Federal and State agencies. Testifies before the Legislature and serves, as requested, on Administration or Legislative workgroups. Provides input to federal and state officials on proposed statutes, regulations, or policy guidelines. Identifies opportunities for special state or federal initiatives, demonstration grant programs, planning activities, and other systems change efforts.

The DD will promote, develop, and maintain collaborative working relationships with representatives from state and federal government, local CA aging service providers, advocacy organizations, and other stakeholders. Engages stakeholders to ensure their on-going input into policy making and developing strategies to most effectively leverage available resources to support and expand current systems of services for older adults, adults with disabilities, and family caregivers. Convenes and supports aging, disability, and Alzheimer's policy committees and work groups on behalf of the Department, such as CHHS Disability and Aging Community Living Advisory Committee.

The DD will organize, support, direct the creation and ongoing operations of the DAPR, focusing on statewide aging policy development and implementation with a focus on outcomes, equity, continuous improvement, innovation, data, and compliance. Plans, organizes, and directs the activities of the managers and staff within the Division, addressing legislative, budgetary, regulatory, personnel and other key management tasks for 1) Aging Policy Branch (1.0 Staff Services Manager III), 2) Research and Data Branch (1.0 C.E.A. Level B), 3) Equity Office (1.0 Staff Services Manager III), 4) Tribal Liaison (1.0 Staff Services Manager III), and 5) Master Plan (1.0 Health Program Manager III); ensures collaboration, coordination, and consistency among DAPR leadership and staff in managing their operations and addressing policy and operational issues. If necessary, assumes the responsibilities of a subordinate manager when there is a key position vacancy. Builds a Division culture that reflects departmental values of person-centered and outcome-based solutions for our California's older adult population; aging program leadership and stakeholder collaboration; and innovation and inclusivity in the way that we do our work.

As a member of the CDA Executive Team, the DD will actively participate in the department's strategic planning process and implementation. Ensures issues of equity are advanced in all planning, program, and policies within the department and through public services.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The California Department of Aging (CDA) has historically administered programs that serve older adults, adults with disabilities, family caregivers, and residents in long-term care facilities throughout the State. With the approval of California's new Master Plan for Aging, the Department's mission has shifted and is now also includes the directive to transform aging for individuals, families, and communities by leading innovative programs, planning, policies, and partnerships that increase choices, equity, and well-being for all Californians as we age by: advancing a California for All Ages through the Master Plan for Aging, by 2030; increasing choices to live at home and/or in the community; increasing well-being of residents in Long-Term Care facilities; increasing public awareness and "engAGEMENT" by enhancing outreach efforts to educate both Californians and stakeholders about aging and disability information, resources and programs that advance equity in aging; and modernizing the department and our local aging networks.

The Division Director is responsible for leading and managing all Master Plan for Aging initiatives and efforts and is also responsible for ensuring policy, planning, and research activities address ageism, ableism, and the intersection with racism, sexism, and other discrimination and bias. This includes ensuring that policy, information, and communications are accessible and responsive to ethnically, racially, and other diverse communities across the state; and that staff and partners have opportunities for training on unconscious/implicit bias, diversity (racial, ethnic, LGBTQ+, ability, age), and cultural competence.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

In 2019, CDA was tasked by Governor Gavin Newsom by an executive order (EO N-14-19) to develop and issue a Master Plan for Aging (MPA) to serve as a blueprint for State government, local government and private sector to implement strategies to help promote healthy living.

In January of 2021, CDA implemented the Master Plan of Aging which is a blueprint for aging across a lifespan. The plan is an ongoing 10-year plan which calls for all California communities to build a California for all ages. Quoted in the Master Plan for Aging is:

"The Master Plan for Aging outlines five bold goals and twenty-three strategies to build a California for All Ages by 2030. It also includes a Data Dashboard for Aging to measure our progress and a Local Playbook to drive partnerships that help us meet these goals together."

In the Budget Act of 2021, CDA was provided with an additional \$238 million in funding, 53.0 additional permanent positions, and 20.0 additional limited-term positions, which includes staffing to establish the new Division of Aging Policy and Research and an additional \$169 million in one-time investments will be provided to the department as part of the state's federally funded Home and Community-Based Settings budget package in the coming weeks.

With the new MPA in place and the addition of new funding and staffing, CDA's rapid expansion will only continue to increase in all areas having a direct impact to the Department's Divisions, Branches and Bureaus, and more specifically the Division of Home and Community Living (program). The department has received funding for various new programs and funding to expand existing programs and our existing CEA B, the Deputy Director (DD) of the Division of Home and Community Living (DHCL) cannot take on this new policy and research responsibility in addition to the management, oversight and expansion of older and disabled adult programs. The DHCL DD is responsible for leading the development of the State Plan on Aging, administers the Older American's Act, Older Californian's Act and various Medi-Cal programs. The DHCL DD also administers other grants and agreements and oversees two branches (managed by 2.0 SSM IIs), nine bureaus (managed by 9.0 SSM IIs who report through the SSM IIs mentioned above), which makes up the 96 staff members (total). The DHCL DD's responsibility in day-to-day operations has increased significantly with all the new funding and resources.

The new CEA request will be responsible for establishing an entirely new division which includes hiring new staff, developing policies for the new programs (Affordable Housing, Equity for all, and promoting an Age Friendly California), planning activities for the new division, developing procedures and processes, and establishing and maintaining working relationships with various stakeholders, local government and state government.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The CEA position over the Division of Aging Policy and Research will lead CDA's efforts to develop, implement and provide consultation to the Cabinet on all aging policy to achieve the five goals of the Master Plan for Aging and to expand equitable access to a continuum of coordinated home and community-based services for older and disabled adults and caregivers and prevent unnecessary institutionalization. Develops and implements aging policy that is rooted in person-centered, equity-focused, and data driven goals; internal and external operational protocols; and required statutory/regulatory changes.

The new policy areas that this DD will be developing, implementing, and consulting on are (including but not limited to): Housing for All Ages and Stages, Health Re-imagined, Inclusion and Equity, not just isolation, Caregiving and Affordable Aging, and Aging Research. The incumbent will also be responsible for ensuring the laws and regulations related to Housing for All Ages and Stages, Health Re-imagined, Inclusion and Equity, not just isolation, Caregiving and Affordable Aging are clearly defined when establishing policies, procedures and processes.

This position will provide leadership and direction on setting policies for CDA which will have a direct impact on CDA's external and internal stakeholders statewide and will also have a direct impact on older adults across all of California. The CEA will review and analyze legislation for statewide impact as these programs affect aging adults, adults with disabilities and their caregivers.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The new CEA will be responsible for the Division of Aging Policy and Research, which will include decision making authority for statewide aging policy development, and for assessing new laws and regulation. The Division Director will have a high-level of responsibility in making decisions and exercising independent judgment in all assigned areas. The CEA will determine impacts, collaborate with stakeholders regarding any concerns, identify solutions and make decision recommendations to the executive team. The CEA will be the lead and subject matter expert in aging policy and research which includes policy development and will have an important role as an executive member to make decisions and recommendations to the executive team on positive and negative impacts to the department and state, to stakeholders and the aging community, adults with disabilities and caregivers.

The Division Director will an have influential and decision making role with local government, state and federal governments, and internal and external stakeholders.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

Following the MPA initiatives, the CEA will be formulating and implementing specific policies, guidelines, procedures and process for the new programs areas that currently have little to no policy in place. The CEA will work with the Cabinet and stakeholder community, as well as with CDA division leaders and staff, focused on aging policy, research, and data initiatives in support of the State's MPA and CDA's new Strategic Plan.

The CEA will focus on accountability, outcomes, and continuous improvement towards the MPA's goals for 2030 and will also be responsible for the interpretation of such policy to stakeholders, local, state and federal government and internal staff.